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OPERATIONAL ACTIVITIES OF THE UNITED NATIONS FOR INTERNATIONAL DEVELOPMENT COOPERATION: CONSIDERATION OF THE REPORTS OF THE EXECUTIVE BOARDS OF THE UNITED NATIONS DEVELOPMENT PROGRAMME/ UNITED NATIONS POPULATION FUND, THE UNITED NATIONS CHILDREN'S FUND AND THE WORLD FOOD PROGRAMME

Report of the Executive Board of the World Food Programme

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برنامج الاغذية العالمي
Programme Alimentaire Mondial
World Food Programme
Programa Mundial de Alimentos

Executive Board
Annual Session

Rome, 27 - 30 May 1996

REPORT OF THE EXECUTIVE BOARD TO ECOSOC AND FAO COUNCIL ON ACTIVITIES OF THE CFA IN 1995

Agenda item 5

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Report of the Executive Board to ECOSOC and FAO Council

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Report of the Executive Board to ECOSOC and the FAO Council on the activities of the CFA in 1995

PREFACE

1. The Committee on Food Aid Policies and Programmes (CFA), which met in two regular sessions in 1995, has been the body responsible for intergovernmental supervision and direction of the World Food Programme (WFP), including matters of policy, administration, operations and financing. The Committee had been jointly established by the United Nations and the Food and Agriculture Organization of the United Nations (FAO) in 1975. Pursuant to the parallel resolutions 9/95 and 50/8, adopted by the FAO Conference on 31 October 1995 and the United Nations General Assembly on 1 November 1995 respectively, the Committee was reconstituted as the WFP Executive Board with effect from 1 January 1996.

2. Effective 1 January 1992 and until the conclusion of its activities at the end of 1995, the CFA was composed of 42 States Members of the United Nations or Member Nations of FAO, 27 of which were developing countries and 15 economically more developed countries. One half of the CFA members were elected by the Economic and Social Council (ECOSOC) and the other by the FAO Council.

3. In 1995, the members of the CFA were: Angola, Argentina, Australia, Bangladesh, Belgium, Brazil, Burkina Faso, Canada, Chad, China, Congo, Cuba, Denmark, Dominican Republic, El Salvador, Finland, France, Germany, Haiti, Hungary, India, Indonesia, Islamic Republic of Iran, Italy, Japan, Libya, Lithuania, the Netherlands, Niger, Nigeria, Pakistan, Paraguay, Philippines, Kingdom of Saudi Arabia, Senegal, Sri Lanka, Sudan, Sweden, United Kingdom, United States of America, Zaire and Zimbabwe.

4. The following members of the Bureau of the CFA were elected at the Thirty-ninth Session of the CFA for their 1995 term: Mr. John Bailey of Australia, Chairman; Ambassador Béatrice Damiba of Burkina Faso, First Vice-Chairman; and Mr. Bo Wilén of Sweden, Second Vice-Chairman. The rapporteurs of the CFA in 1995 were: Mr. Jorge García García of Cuba at the Thirty-ninth Session, and Mr. Timothy Lavelle of the United States of America at the Fortieth Session.

5. The Sub-Committee on Projects (SCP), a subsidiary body of the CFA, also met twice in 1995 to undertake a technical scrutiny of development projects, protracted refugee operations and budget increases. It also reviewed progress and evaluation reports, and other technical matters submitted by the Executive Director. The SCP was composed of 28 members of the Committee, 18 of which were nominated by the

group of developing countries and 10 by the group of economically more developed countries.

6. The members of the SCP in 1995 were: Angola, Argentina, Brazil, Canada, Chad, China, Congo, Cuba, Denmark, Dominican Republic, El Salvador, Finland, Germany, India, Islamic Republic of Iran, Italy, Japan, Lithuania, the Netherlands, Niger, Nigeria, Pakistan, Philippines, Senegal, Sri Lanka, Sudan, United Kingdom and United States of America.

INTRODUCTION

7. This report is submitted in pursuance of Rule 12 of the General Regulations of the World Food Programme, in accordance with which the CFA is to "report annually to the Economic and Social Council and the Council of FAO." In line with the decisions taken by the CFA at its Fortieth Session in November 1995 and the Executive Board at its First Regular Session in January 1996 on the Board's methods of work and Rules of Procedure, the requirement of Rule 12 has been complied with, *mutatis mutandis*, in preparing this report which, following its approval by the Board in its capacity as the CFA's successor governing body, will be transmitted to ECOSOC and the FAO Council. It is the last document of its kind, reporting on the activities of and decisions taken by the CFA. In doing so, it follows closely the format agreed upon by the CFA member countries in the past.

8. Concomitantly, the WFP Executive Board is required to report to ECOSOC in compliance with the guidance provided by i) General Assembly resolution 48/162, paragraph 22(i), which deals with the submission of annual reports by the executive boards of the Funds and Programmes to ECOSOC; and ii) related ECOSOC resolutions 1994/33, 1995/50, 1995/51 and 1995/56, in a new common reporting format also followed by the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF). The proposed report by the WFP Executive Board on General Assembly resolutions 44/211, 47/199 and 50/120 is contained in document WFP/EB.A/96/7(Part I). The proposed reports on ECOSOC resolutions 1995/50, 1995/51 and 1995/56 will be found in Parts II, III and IV respectively.

9. The CFA held its Thirty-ninth Session from 22 to 26 May 1995 and its Fortieth Session from 13 to 16 November 1995. In addition, a total of 22 informal meetings of working and regional groups, and briefing meetings were held in the course of the year. These included meetings of the Formal Working Group of the CFA on Options for WFP's Resource Policies and Long-Term Financing.

10. During its 1995 sessions, the CFA discussed, and took decisions on, the following major subjects:

Policy matters

- Annual Report of the Executive Director for 1994
- Twentieth Report of the CFA to ECOSOC and the FAO Council
- Appointment of WFP Representatives

Governance matters

- Progress Report on the Implementation of United Nations General Assembly resolution 48/162
- Resolutions of ECOSOC on the Strengthening of the Coordination of Emergency Humanitarian Assistance of the United Nations, on Operational Activities of the United Nations for the International Development Cooperation Segment and on Overall Guidance on Operational Activities for Development to the Funds and Programmes

Operational activities

- Progress Report on the Implementation of the Country Programme Approach

Financial matters

- Strategic and Financial Plan of WFP for 1996-99
- Biennial WFP Budget for the Period 1996-97
- Report of the Formal Working Group on Options for WFP Resource Policies and Long-Term Financing
- Report on Budgetary Performance, 1994
- Progress Report on Implementation of the External Auditor's Recommendations on the 1992-93 Audited Accounts
- Progress Report on Implementation of the External Auditor's Recommendations and on the Financial Management Improvement Programme (FMIP)

Resource matters

- WFP Pledging Target for 1997-98

MAJOR SUBJECTS

POLICY MATTERS

Annual Report of the Executive Director for 1994

11. In pursuance of General Regulation 18 (b), the Executive Director submitted to the Thirty-ninth Session of the Committee her Annual Report for 1994, which carried the theme "Linking Relief and Development". The Committee approved the report and welcomed it as concise, well-organized and informative, and appreciated the approach of choosing a theme that was timely and central to WFP's mission.

12. In reviewing the report, the Committee emphasized the importance it attached to WFP's work in linking relief and development activities. It noted that the availability of sufficient resources for development was crucial to WFP in carrying out its dual mandate and vital in enabling it to move effectively along the continuum from relief to development. It encouraged the Secretariat to elaborate further that twin approach and to build more disaster-mitigation capacity into development projects, and to strengthen the development content of emergency humanitarian operations.

13. The Committee urged the Secretariat to move to allocate at least 50 percent of its total development resources to least developed countries, and at least 90 percent to low-income, food-deficit countries by 1997, and to make further strides in targeting poorest regions and people through its food-assisted activities. It encouraged an increase in the participation of beneficiaries in the design and implementation of those activities and to build in stronger monitoring and evaluation mechanisms so as to show the impact of its assistance on the lives of the beneficiaries.

14. The Committee recognized and appreciated efforts made by the Secretariat in responding to recommendations of the tripartite evaluation of WFP. It also recognized that genuine cost-savings had been realized by WFP in 1994.

Twentieth Report of the CFA to ECOSOC and the FAO Council

15. The Committee finalized, at its Thirty-ninth Session, its twentieth draft report to ECOSOC and the FAO Council by adding, in an annex, a table listing Criteria for Project Selection and Approval, and subsequently approved it. It requested that future reporting to ECOSOC should include an outline of i) the measures taken by the Programme in implementing the triennial policy review of operational activities and ii) the activities and measures undertaken within the designated theme(s) for the high-level meeting of the operational activities segment of ECOSOC.

16. These outlines are the subjects of documents submitted separately (see paragraph 8).

Appointment of WFP Representatives

17. At its Fortieth Session, the Committee endorsed the Secretariat's proposal to delete paragraph 16 (h) of the General Regulations in order to enable a WFP staff member to be designated WFP Representative in countries where WFP had operational activities. It invited the Secretariat to prepare appropriate documentation for consideration by the FAO Council, ECOSOC and for the FAO Conference and the General Assembly.

GOVERNANCE MATTERS

Progress Report on the Implementation of United Nations General Assembly Resolution 48/162

18. In connection with a review of the implementation of General Assembly resolution 48/162, the Committee agreed, at its Fortieth Session, that the WFP Executive Board should use the rules provided by that resolution and the Rules of Procedure of the CFA where the former were insufficient. It also decided on the number and timing of the Board's sessions in 1996 and the abolition of the Sub Committee on Projects (SCP), it being understood that documents on operational subjects should be reviewed by the Board itself. It reaffirmed the continuation of the use of the CFA's official languages. It concurred with the proposal to keep Board documents concise and decision-oriented.

19. The Committee reached agreement on the composition of the Board's Bureau which would consist of five members, one from each WFP electoral list. One of the five members should be the President and another member the Vice-President, with the understanding that, each year, the President should normally be replaced by the Vice-President and that the President's position should alternate between a Bureau member from Lists A, B or C and a Bureau member from Lists D or E. The other three members should be representatives of their respective electoral lists.

20. The Committee decided that members of FAO or the United Nations, who are not members of the Executive Board, would be invited upon request to attend the annual session of the Board as observers. Those members who manifested a special interest would also be invited, upon request, to attend regular sessions of the Board as observers. In addition, representatives of appropriate United Nations bodies would be invited to the sessions, as would be other organizations with a special interest and upon request.

Resolutions of ECOSOC on the Strengthening of the Coordination of Emergency Humanitarian Assistance of the United Nations, on Operational Activities of the United Nations for the International Development Cooperation Segment and on Overall Guidance on Operational Activities for Development to the Funds and Programmes

21. The Committee reviewed the Secretariat's preliminary proposals, submitted at the Fortieth Session, on how to comply with these three resolutions which had been adopted by ECOSOC a few months earlier, in particular in response to resolution 1995/56 on the "Strengthening of the Coordination of Emergency Humanitarian Assistance of the United Nations". In that context, it encouraged WFP to proceed within the framework of the Inter-Agency Standing Committee (IASC) on the issues raised in the resolution.

22. The Committee also requested the Secretariat, in conjunction with the preparation of a programme of work for 1996 for the Executive Board's First Regular (Organizational) Session, to suitably identify and schedule more in-depth discussion of the relevant topics contained in the resolutions during future Board sessions.

OPERATIONAL ACTIVITIES

Progress Report on the Implementation of the Country Programme Approach

23. In response to the Secretariat's progress report on the implementation of the Country Programme Approach, as called for by General Assembly resolution 47/199, the Committee concluded at its Fortieth Session that this approach should be introduced as expeditiously and as quickly as possible, to ensure its maximum effectiveness. It requested the Secretariat to provide regular feedback to the Executive Board on the progress in implementing each Country Programme.

24. With regard to the contents of Country Programmes, the Committee asked that these concentrate on activities where food aid was the most appropriate resource, could contribute directly to the resolution of identified problems, and where WFP had demonstrated a "comparative advantage". It also strongly supported the creation of linkages between relief, rehabilitation and development, including the addition of preventive components such as disaster preparedness and mitigation into development activities, where appropriate.

25. In conclusion, the Committee agreed that:

i) the country programme cycle would involve Executive Board decision-making and supervisory action at the four stages of strategy formulation, country programme approval, mid-term progress report and end-of-term evaluation;

ii) the major areas of Executive Board involvement in deciding a Country Programme would be the strategic orientation of the WFP engagement, the level of country allocation, expected country programme outcome and

programme activities that should be pursued, mechanisms of control, reporting, monitoring and evaluation;

iii) the proposed "Format and content of a WFP Country Programme Document" as presented in the Secretariat's document serve as a basis for presenting the first Country Programmes to the Board; and

iv) the Board would continue to review and approve individual projects in those situations where formally approved country programmes did not exist.

FINANCIAL MATTERS

Strategic and Financial Plan of WFP for 1996-99

26. At its Thirty-ninth Session, the Committee considered the Programme's Strategic and Financial Plan for 1996-99, together with the comments of the FAO Finance Committee and the ACABQ. In the course of its review of the Plan it formulated a considerable number of decisions and recommendations, the most important of which were the following:

i) The Committee decided to endorse the Executive Director's proposal to prepare a four-year Strategic and Financial Plan every two years on a rolling basis.

ii) Development activities should remain a major programming priority for WFP.

iii) Development activities should be increasingly tailored to promote disaster prevention, preparedness, mitigation and reconstruction; post-relief operations should include components which further rehabilitated and promoted development.

iv) The linkage between increasing the share of resources to the neediest people in the poorest countries while continuing to assist people in pockets of poverty in non-least developed countries or low-income food-deficit countries, in accordance with WFP's Mission Statement, and the phase-out strategies to be employed for countries graduating from food aid should be evident.

v) It recommended that the outstanding value of approved projects (mortgage) be managed down by ensuring that new commitments for development projects were set below prudent predictions of future income.

vi) Due emphasis should be given to WFP's role in food aid advocacy, information provision and coordination.

vii) The programme support and administrative (PSA) budget should be prepared on the basis of a series of assumptions using different levels of resources and activity.

viii) Future Strategic and Financial Plans should make clear the linkages of priorities to strategy, to budgets, to activities and to staffing in the organization.

Biennial WFP Budget for the Period 1996-97

27. The Programme's biennial budget for the period 1996-97 was considered by the Committee at its Fortieth Session, together with the comments of the FAO Finance Committee and the ACABQ.

28. The Committee greatly appreciated measures undertaken by the Programme to reduce costs. It noted the overall qualitative improvement in the transparency and clarity of the budget, and in its supporting documentation. Both the strategy and approach of the budget were well received.

29. The CFA decided, *inter alia*, to:

i) endorse the operational initiatives outlined in the budget document;

ii) approve the PSA budget of 228.9 million dollars for the 1996-97 biennium;

iii) authorize the Executive Director to adjust the budget in accordance with any variation in the volume of operations when such variations were more than 10 percent below the planned level, with the understanding that any variation above the planned level would be referred to the Executive Board;

iv) authorize the allocation of three million dollars from general resources of the Programme in support of the Financial Management Improvement Programme (FMIP); and

v) request the Executive Director to submit a detailed report to the Executive Board on budgetary performance, together with the comments of the FAO Finance Committee and the ACABQ, when it considered the Strategic and Financial Plan in the spring of 1997.

Report of the Formal Working Group on Options for WFP Resource Policies and Long-Term Financing

30. Interim recommendations of the Formal Working Group on Options for WFP Resource Policies and Long-Term Financing, regarding bilateral services support costs, were considered by the Committee at its Thirty-ninth Session. It approved, *inter alia*, that bilateral cost-recovery rates should cover the full direct and indirect costs of supporting such operations and that the schedule of cost-recovery rates should be updated at least biennially on the basis of the results of the cost-measurement study so as to ensure that all costs were being covered.

31. The Report of the Formal Working Group was discussed by the Committee at its Fortieth Session. The Working Group had reviewed existing mechanisms and

procedures and identified constraints, and made recommendations for a new resource model and financing mechanisms.

32. The Committee endorsed the recommendations of the Formal Working Group as follows:

i) that WFP use the new model for its resource policies and long-term financing, consisting of three elements: funding windows, programme categories, and costs. The funding windows will be known as multilateral, directed multilateral and bilateral (as defined in paragraph 8 a), b) and c) of document CFA 40/5). The elements relate to each other, as shown in Figure 1 of that document;

ii) that the principle of full cost recovery apply to all programme categories undertaken by WFP, with donors paying actual commodity and transport costs, the pro-rata share of land transport, storage and handling costs (LTSH) and direct support costs of the project, and associated indirect support costs of a project based on a rate established by periodic cost measurement studies to ensure full cost recovery of these costs;

iii) that services to donors be standardized in accordance with standard provisions on accounting, appeals, reporting and budgeting; with additional services being provided at full cost recovery on a case-by-case basis. The standard provisions would be provided to the governing body for information and comment;

iv) that the Immediate Response Account (IRA) be modified to serve as both a revolving and replenishable fund and that its target level be increased to 35 million dollars with contributions for food and food-related costs being clearly distinguished from contributions for non-food related costs to enable reporting to the Food Aid Committee of the International Grains Council;

v) that insurance recoveries from the WFP Insurance Fund/Insurers for all activities be used to replenish the IRA, with the agreement of the donors concerned;

vi) that interest earned on contributions through the bilateral window be used to replenish the IRA, with the agreement of the donors concerned;

vii) that resource consultations for development and relief operations be undertaken with members on an annual basis in conjunction with meetings of the governing body;

viii) that information on availability of resources and appeals be provided on a quarterly basis;

ix) that WFP provide partial bilateral services (procurement and/or transport services) to donors on the basis of full recovery of direct and indirect support costs, which, according to the most recent cost study, would be: 3.1 percent f.o.b. value for procurement services; 4.7 percent of transport

costs for transport services; 3.8 percent of commodity value plus transport costs for procurement and transport services; and a rate for special operations as approved annually by the governing body. Additional services, including full services in exceptional circumstances, would be provided on a full cost recovery basis;

x) that all the rates applied to ensure the full recovery of indirect support costs and extra services be updated annually, on the basis of a cost study (and a work measurement survey). The 1996 cost study should:

- assess and quantify the impact of multilateral contributions;
- assess and quantify the benefit of readiness; and
- reassess the categorization of costs as direct and indirect;

xi) that WFP continue to welcome appropriate commodity-only contributions from developing countries provided that another donor meets all related non-food costs; WFP will, when possible, assist in identifying donors interested in meeting such costs. The non-food requirements associated with commodity contributions made by IDA-eligible countries may be met, in exceptional circumstances, from the General Fund;

xii) that the CFA request the Secretariat to prepare any changes necessary in WFP's General and Financial Regulations and submit them, through its governing body, to the appropriate bodies for consideration and approval. In the interim, the Secretariat should be requested to implement the new model on a trial basis commencing 1 January 1996;

xiii) that the following rates, based on the 1995 cost measurement study, be approved for the recovery of indirect support costs in 1996:

Development/rehabilitation/disaster preparedness	14.5 percent
Protracted relief operations for refugees and internally displaced persons	7.2 percent
Emergencies	4.8 percent
Special emergencies	15.3 percent;

xiv) that WFP renegotiate with donors those agreements which do not fully conform with the new model in order that the principle of full cost recovery is met by each donor. Recognizing individual donor constraints, the Secretariat should be flexible with donors but fully recover support costs pertaining to the implementation of operations carried out with their contributions;

xv) that a review of the WFP/UNHCR "Memorandum of Understanding on the Joint Working Arrangements for Refugee, Returnee and Internally Displaced Persons Feeding Operations" be undertaken by the WFP Secretariat in conjunction with UNHCR to identify ways of easing resource constraints;

xvi) that the Secretariat be requested to develop by 31 March 1996 a concise paper on contributions made under the new model for the guidance of donors;

xvii) that the Executive Director monitor the income of the indirect support cost account in relation to the PSA expenditure requirements, and report any disparities to the governing body;

xviii) that the Secretariat review the working of the new model and its associated policies at the conclusion of the first biennium of operation and submit a report to the governing body on the effectiveness and efficiency of the new model, together with any recommendations for improvement or changes;

xix) that the Secretariat continue to pursue ways of reducing further the indirect and direct support costs for activities.

Report on Budgetary Performance, 1994

33. At its Thirty-ninth Session, the Committee considered the Programme's Report on Budgetary Performance, 1994, together with the comments of the FAO Finance Committee and the ACABQ.

34. The Committee noted that the Programme's operational expenditure and commitment had decreased in 1994 as compared to 1993 as a result of generally reduced transport rates and the lower cost of internal transport, storage and handling (ITSH) of commodities. It expressed concern about the high balance of commitments still outstanding for emergency operations at the end of 1994. It noted and expressed appreciation for the Programme's efforts towards containing expenditure and commitment under the PSA budget, noting with satisfaction that those expenditures and commitments represented only 5.8 percent of the total value of the operations.

Progress Report on Implementation of the External Auditor's Recommendations on the 1992-93 Audited Accounts

35. The Progress Report on Implementation of the External Auditor's Recommendations on the 1992-93 Audited Accounts was considered by the Committee at its Thirty-ninth Session, together with the comments of the FAO Finance Committee and the ACABQ.

36. The Committee, noting the progress made by the Secretariat in implementing the principal recommendations of the External Auditor, *inter alia*, urged the Secretariat to continue to give high priority in implementing the FMIP, particularly to avoid the recurrence of backlogs in country office returns. In that connection, the Committee requested that a further progress report on the implementation of the External Auditor's recommendations and on the status of the FMIP be presented at its Fortieth Session. The Committee encouraged the Secretariat to finalize the policy directions for more effective control of monetized funds, also emphasizing the necessity to implement financial management training courses for managers.

Progress Report on Implementation of the External Auditor's Recommendations and on the Financial Management Improvement Programme (FMIP)

37. The Committee acknowledged at its Fortieth Session that progress had been made in the implementation of the External Auditor's recommendations. It emphasized the importance it attached to the improvement of the Financial Management and Information Systems and the need to go beyond the systems' improvement to instill a "cash-consciousness culture" throughout the Programme. It requested that the regular briefings on progress of the FMIP and implementation of the External Auditor's recommendations be continued.

RESOURCE MATTERS

WFP Pledging Target for 1997-98

38. The Committee recognized in its debate of the WFP Pledging Target for 1997-98, at its Thirty-ninth Session, that the need for development food aid was increasing, but noted that there were signs that additional resources might not become available and that some major donors were not expecting any significant improvement in their funding capacity for development in the next biennium. It noted with concern that prevailing resource constraints and possible future shortfalls would have serious implications for food-assisted development projects as regarded the pace of implementation of ongoing projects and the approval of new commitments.

39. The Committee endorsed the Executive Director's proposal for a pledging target for 1997-98 amounting to 1.3 billion dollars and decided to recommend it to the FAO Council and ECOSOC for endorsement and subsequent presentation for approval to the General Assembly and the FAO Conference.

REPORTS OF THE SUB-COMMITTEE ON PROJECTS (SCP)

40. The annexes contain a detailed listing of:

i) development projects;

ii) protracted relief operations for refugees and internally displaced persons;

iii) emergency operations; and

iv) budget increases in favour of these three types of assistance;

which were approved by the Committee at its Thirty-ninth and Fortieth Sessions at the recommendation of the SCP and by the Executive Director under her delegated authority.

41. The total cost, to WFP, of development projects approved in 1995 (including budget increases) amounted to 270.8 million dollars, with a total commitment of 999,500 tons of food for 8.7 million beneficiaries.

42. The total cost, to WFP, of protracted relief operations in 1995 for refugees and internally displaced persons (including budget increases) reached 462.5 million dollars, with a total commitment of 1,054,000 tons of food for 9.5 million beneficiaries.

43. The total cost, to WFP, of emergency operations in 1995 (including budget increases) amounted to 682.7 million dollars, with a total commitment of 1,323,200 tons of food for 13.1 million beneficiaries.

ANNEX I

DEVELOPMENT PROJECTS APPROVED IN 1995

Country, project number	Project title	Food beneficiaries per annum	Total WFP food commitments	Total WFP cost	Total cost	Duration
		('000)	*('000 tons)*	*(million dollars)*		*(years)*
Bangladesh 2226 (Exp.7)	Vulnerable group development: support to rural women to move out of extreme poverty	718	140.1	26.4	107.6	2
Bolivia 2795 (Exp.2)	School feeding in the Cotagaita San Juan del Oro project area (Potosi)	33	15.3	5.1	7.3	4
Burkina Faso 4959	Supplementary feeding for vulnerable groups	55	20.8	9.7	23.5	4
China 5181	Integrated agricultural development in Wuling mountain area, Guizhou province	220	91.7	15.7	28.8	5
Ethiopia 5403	Urban food assistance facility	38	8.3	4.0	7.1	4
Guatemala 5279	Construction of infrastructure in depressed areas previously affected by internal conflict	135	77.6	10.1	43.0	4
Haiti 5583	Agricultural rehabilitation and soil conservation in marginal mountainous areas	54	7.7	4.5	5.7	3
Honduras 5609	Participatory forest management	85	27.3	7.1	10.8	5
India 5569	Improvement of food security in tribal areas of Bihar and Orissa through forestry activities	832	61.3	20.1	51.5	3
Kenya 2502 (Exp.3)	Primary school feeding in arid and semi-arid lands (ASALs)	235	63.4	17.9	26.2	5
Malawi 4780 (Exp.1)	Vulnerable group feeding	213	19.0	10.2	17.0	3
Nepal 5572	Rural community infrastructure works	150	45.4	20.7	37.6	5
Sao Tome & Principe 5392	Assistance to agrarian reform and agricultural development	15	6.4	4.5	4.8	4
Senegal 5655	Community nutrition	88	16.1	4.3	27.1	4
Syria 2746 (Exp.2)	Assistance to fruit-tree planting in the green belt	75	35.7	11.6	44.4	5
Viet Nam 5325	Upgrading and rehabilitation of sea dikes in northern Viet Nam	375	94.9	25.3	41.6	4
Bangladesh 2197 (Exp.9)	Rural development programme (Budget revision approved by CFA)	5 229	117.3	23.4	41.0	1
Nepal 3718	WFP assistance to primary school feeding (formerly Support to basic needs programme in health/nutrition and education) (Budget revision approved by CFA)	189	8.8	5.0	5.5	1.5
Total		**8 739**	**929.3**	**248.2**	**530.5**	
Budget increases -	(approved by Executive Director)		70.2	22.6		
Total			**999.5**	**270.8**		

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PROTRACTED RELIEF OPERATIONS FOR REFUGEES & INTERNALLY DISPLACED PEOPLE APPROVED IN 1995

Country, operation number	Operation title	Beneficiaries	Total WFP food commitments	Total WFP cost	Total cost	Duration
		('000)	*('000 tons)*	*(million dollars)*		*(years)*
Afghanistan 5086 (Exp.3)	Relief and rehabilitation in Afghanistan	1 600	180	74.9	88.4	1
Algeria 4155 (Exp.5)	Food assistance to Western Saharan refugees	80	10	4.7	6.7	1
Angola 5602	Food assistance to displaced persons and war-affected people	1 300	91	49.2	74.7	1.5
Burkina Faso 5702	Assistance to Malian Tuareg refugees in Burkina Faso	33	6	2.7	4.1	1
Cambodia 5483 (Exp.1)	Programme for rehabilitation in Cambodia in 1995	-	10	4.2	37.0	0.5
Cambodia 5483 (Exp.2)	Programme for rehabilitation to assist returnees, internally displaced and vulnerable groups	1 600	33	19.4	32.8	1
Djibouti 4960 (Exp.1)	Food aid to Ethiopian and Somali refugees	30	4	2.7	4.3	1
Ethiopia 5241 (Exp.1)	Food assistance for Somali, Sudanese, Djibouti and Kenyan refugees and Ethiopian returnees from neighbouring countries	420	114	46.3	69.2	1.5
Iran 4258 (Exp.6)	Feeding of Afghan refugees in Iran and support for repatriation	522	1	0.6	17.7	1
Kenya 4961 (Exp.2)	Food assistance for Somali, Ethiopian and Sudanese refugees	230	62	30.9	68.8	1.5

ANNEX II

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ANNEX II

PROTRACTED RELIEF OPERATIONS FOR REFUGEES & INTERNALLY DISPLACED PEOPLE APPROVED IN 1995

Country, operation number	Operation title	Beneficiaries	Total WFP food commitments	Total WFP cost	Total cost	Duration
		('000)	*('000 tons)*	*(million dollars)*		*(years)*
Liberia 4604 (Exp.4)	Liberian and Sierra Leonean internally displaced persons and refugees in Liberia, Sierra Leone, Côte d'Ivoire and Guinea	2 585	213	97.6	142.0	1
Mauritania 5413 (Exp.1)	Food aid for Malian refugees	80	11	6.2	11.5	0.83
Nepal 5324 (Exp.1)	Food assistance to Bhutanese refugees in Nepal	90	40	16.4	28.5	2
Pakistan 4286 (Exp.6)	Safety net programme and environmental rehabilitation in refugee-impacted areas in Pakistan	337	13	5.1	20.5	1
Senegal 4271 (Exp.3)	Assistance to Mauritanian refugees in Senegal	50	10	3.5	5.4	1
Sri Lanka 5346 (Exp.2)	Assistance to displaced persons	55	9	3.3	4.4	1
Sudan 4168 (Exp.4)	Food assistance for Ethiopian and Eritrean refugees	200	46	19.3	30.7	1.5
Uganda 5623	Assistance to Sudanese, Zairian and Rwandese refugees in Uganda	320	97	37.7	61.9	1.5
Zambia 5428 (Exp.1)	Food assistance to refugees from Angola and Zaire	13	2	0.6	2.2	1
Total		**9 545**	**1 003**	**443.9**	**710.8**	
Budget increases			**51**	**18.6**		
Total			**1 054**	**462.5**		

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ANNEX III

EMERGENCY OPERATIONS APPROVED IN 1995

Country, operation number	Operation title	Beneficiaries ('000)	Total WFP food commitments ('000 tons)	Total WFP cost (million dollars)	Duration (months)
Angola 5298 (Exp.2)	Assistance to displaced and war-affected people	1 345	53.5	31.3	8
Angola 5698	Assistance to the demobilization of soldiers	255	15.8	8.5	5
Armenia 5301 (Exp.1)	Emergency food assistance for refugees, internally displaced persons and vulnerable groups in Armenia	350	29.5	16.5	12
Azerbaijan 5302 (Exp.1)	Emergency food assistance for internally displaced persons, refugees and vulnerable groups in Azerbaijan	447	37.8	21.2	12
Eritrea 5726	Emergency food assistance to Eritrean returnees from Sudan	100	21.9	9.1	12
Ethiopia 5635	Emergency food assistance to victims of crop failure	700	67.2	25.7	12
Gaza West Bank 5585	Rehabilitation of post conflict victims in the Gaza Strip and Jericho	36	1.8	0.9	6
Ghana 5245 (Exp.3)	Assistance to Togolese refugees in Ghana	91	4.5	1.9	6
Ghana 5452 (Exp.1)	Assistance to internally displaced persons in Ghana	180	9.4	3.2	7
Iraq 5311 (Exp.3)	Food assistance for destitute and vulnerable persons	-	63.1	24.4	6
Iraq 5311 (Exp.4)	Food assistance for destitute and vulnerable persons	2 151	121.2	61.7	3
Korea D.P.R. 5710	Emergency food assistance for flood victims	500	20.9	8.9	3
Laos 5725	Food assistance for flood victims	150	10.8	4.6	6
Lesotho 5640	Assistance to drought victims	185	13.0	3.9	6
Malawi 5639	Assistance to drought victims	370	28.1	9.1	6
Mozambique 5638	Assistance to drought victims	300	55.3	17.1	12
Philippines 5622	Assistance to natural disaster victims in the Philippines	100	2.6	0.9	2
Russian Federation 5665	Emergency food assistance for internally displaced persons from Chechnya	220	6.3	4.1	5
Rwanda 5624	Food assistance to victims of Rwanda/Burundi conflict	2 996	502.1	282.4	12
Swaziland 5671	Assistance to drought victims	90	15.9	5.1	8
Viet Nam 5669	Assistance to ethnic Vietnamese refugees from Cambodia	10	1.4	0.4	9
Former Yugoslavia 5142 (Exp.3)	Emergency food assistance to refugees, displaced persons and other war-affected populations in the five republics of former Yugoslavia	2 109	142.1	87.3	6
Zambia 5637	Assistance to drought victims	370	45.0	19.5	6
Total		**13 065**	**1 296.2**	**565.2**	
Budget increases			27.0	17.5	
Total			**1 323.2**	**582.7**	

برنامج الأغذية العالمي
Programme Alimentaire Mondial
World Food Programme
Programa Mundial de Alimentos

Executive Board
Annual Session

Rome, 27 - 30 May 1996

REFORM AND REVITALIZATION MEASURES IN THE WORLD FOOD PROGRAMME

Agenda item 6

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REFORM AND REVITALIZATION MEASURES

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1. This paper and its Annex, prepared at the request of the Executive Board for presentation to the Economic and Social Council (ECOSOC) and the FAO Council, give an indication of the extent of WFP's reform efforts in recent years. Reform has been a continuing feature of the WFP agenda since 1990; the Programme has adapted to change in many ways, sometimes in response to major events and crises, sometimes in anticipation of them.

2. The Annex has been prepared as a self-contained summary that lists the major areas of reform, the key initiatives and the achievements. These cover governance, policies and objectives, Mission Statement, strategic and financial planning, operational effectiveness, long-term resource and finance policies, and initiatives in support of these reforms, such as measures to improve operational efficiency, financial and human resources management, and support to the Executive Board.

3. These achievements benefited from open and constructive dialogue between Members of the Governing Body and the Secretariat. The decisions of the Governing Body and the actions of the Secretariat have been complementary.

4. The Programme will ensure that the process of reform continues.

ANNEX

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Constitutional Reform (1990-91)	• Working Group of Governing Body.	• Status of WFP and its relationships with the United Nations and the Food and Agriculture Organization (FAO) clarified; authority of Governing Body clarified.
	• Special Sessions of Governing Body.	• Size and composition of Governing Body changed. • Authority, responsibility and accountability of the Executive Director re-defined and enhanced. • Executive Director accountable to the Governing Body for management of WFP funds. • New Financial Regulations approved. • New arrangements for initiating and approving emergency operations. • Legislative approvals of above changes by UN General Assembly and Conference of the FAO, on recommendation from ECOSOC and FAO Council, respectively. • New arrangements in effect from 01.01.92.
Refining the mandate of WFP (1993-94)	• Review of policies, objectives and strategies, with full involvement of Member States and WFP staff.	• WFP Mission Statement approved by Governing Body. • Approval of Governing Body on timing and sequencing of further reforms over next two years.
Constitutional reform revisited (1994-95)	• Working Group of Governing Body on implementation of UN resolutions 47/199 and 48/162.	• Transformation of CFA to the WFP Executive Board; reduction in size of Governing Body from 42 to 36 members; change in geographic representation of Board membership; change in mandate of WFP; and introduction of country programme approach. • New arrangements in effect from 01.01.96.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Long-term resourcing and financing of WFP (1994-95)	• Initiation of cost measurement studies	• These studies showed the indirect support costs associated with each of the major categories of WFP activity. Based on these studies, the Governing Body assumed a new scale of rates.
	• Working Group of Member States to develop options for WFP's long-term resourcing and financing.	• Approval of new arrangements to ensure a more sound and predictable resource base, full cost recovery and greater accountability. • New arrangements in effect on a trial basis from 01.01.96. • General and Financial Regulations being revised to reflect new model for implementation on 01.01.98. • Regular consultations with Member States on estimated food needs and shortfalls for WFP-assisted emergency and protracted relief operations, development projects and special operations.
Strategic and Financial Planning (1995)	• Integration of strategic and financial planning.	• Governing Body approved Strategic and Financial Plan (1996-99) which incorporates: - strategic vision over the four-year period; - explicit linkage to policy decisions of the Governing Body; - overview of totality of WFP activities and operations; - alternative scenarios for level of activity by major category (development projects, protracted refugee operations and emergency operations); - flexible Programme Support and Administrative budget levels; - identification of five operational and management priorities;

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
		– modalities for implementation of key policy decisions, e.g., progressive phase out/closure of country offices, introduction of country programme approach.
Programme Support and Administrative Budget (PSA) 1996–1997	• Budget presentation based on Strategic and Financial Plan.	• Budget of negative nominal growth approved as proposed. • Clear linkage between strategy and budget decisions.
Management changes in support of reform (1992–96)		
– Financial Management	• Major studies to strengthen financial management and improve transparency.	• At request of Executive Director, the External Auditor examined and reported on financial accountability and control in country offices. Diagnostic study by major international consultancy firm to outline short-term and longer-term solutions leading to Financial Management Improvement Programme.
	• Creation of major Financial Management Improvement Programme.	• Re-engineering of operating processes (resource mobilization, project management, allocation and funding, procurement and transport) and service processes (accounting, cash management and human resources) launched. • Recruitment of Finance Officers in country offices and Headquarters. • Information strategy plan completed, first stage of implementation in progress. • Introduction of least-cost travel arrangements.
– Oversight Services	• Enhance accountability and control.	• Office of Internal Audit staff doubled. • Office of Inspection and Investigation established.
– Human Resources	• Prepare staff for anticipated challenges.	• Skills mix for staff complement re-defined.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)		• Recruitment profile updated.
		• New contractual arrangements in place to adjust staffing levels to requirements, especially in emergency humanitarian operations.
		• Specific directives and targets to achieve a better gender and geographic balance of human resources. This has led, for example, to a significant increase in the percentage of female staff members over the past four years.
		• New management and appraisal of performance system introduced for all staff.
		• Conversion of International Professional posts to National Officer posts, which increases both the number of posts available within the same budget and the scope for recruiting female professional staff from developing countries.
		• Staff training increased dramatically, including joint emergency training programmes with other UN agencies.
		• Career Planning Steering Group launched.
– Operational efficiency improvement	• Enhance rapid response capacity.	• Rapid Response Teams established (utilised, for example, in Rwanda/Burundi).
		• Augmented Logistics Intervention Team for Emergencies (ALITE) in place. Logistical capacity assessments and scenario-based contingency plans undertaken.
		• Stand-by arrangements for rapid deployment of personnel and equipment in place.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)		• Strategic stores of food and logistics equipment pre-positioned in Nairobi, Kenya and Pisa, Italy. • Logistics services packages developed with Donors. • Application of military and civil defense assets to complex logistics operations.
	• Introduce country programme approach.	• Schedule for presentation of country programmes agreed by Executive Board, starting in May 1996.
	• Improved early warning /preparedness/ disaster mitigation.	• Vulnerability analysis and mapping introduced in key countries. • Disaster mitigation strategies incorporated into country programmes. • Strengthened contingency planning, including transport and logistics. • Significant strengthening of monitoring world-wide. • Emergency operations approval procedures streamlined.
	• More cost-effective transport and logistics activities.	• New cost accounting system to link resource allocation to specific activities. • Simplified procedures for resourcing and reporting to donors on LTSH expenditures.
	• Delegation of authority to country offices.	• Changes in delegated authority introduced, including decentralized budgeting. • Reorganization at Headquarters to support country offices more effectively.
	• Increase food purchases in developing countries.	• Enhanced procurement capacity introduced in country offices; new procedures put in place and delegation increased.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)	• Better use of technology.	• New infrastructure installed and costs reduced.
– Efficiency in support for Governing Body.	• Improved methods of work and cost-efficiency.	• New corporate-style Executive Board meeting room at WFP Headquarters. • Quality of documentation improved (length reduced, translation improved). • Timeliness of document distribution improved. • Meetings and documentation costs cut by 70 percent from 8.0 million dollars in 1992-93 to 2.4 million dollars for 1996-97.
Concentration of resources on countries and people most in need	• Decision to provide at least 90 percent of WFP's development assistance to low income, food deficit countries and at least 50 percent of its assistance to least-developed countries by 1997.	• 89 percent of development resources allocated to low-income, food-deficit countries, and 48 percent to least-developed countries in 1996.
	• Graduation of countries from food aid.	• Phase out plans to reduce by 20 the number of countries in which WFP has development operations by the end of 1997; further reduction of five by the end of 1999. Implementation underway.
Co-ordination (1991-96)	• Collaborating with partner agencies for operational effectiveness.	• Exchange of letters with UNHCR establishing the division of labour in refugee situations signed in 1991. • MOU with UNHCR signed in 1994; revisions under discussion at present. • Discussions with UNICEF concerning MOU setting out division of labour in emergency humanitarian situations. • MOUs setting modalities of collaboration between WFP and its major NGO partners in emergency humanitarian operations.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Co-ordination (continued)		• Regular consultations with principal NGO operating partners on major issues of common concern. • Exchange of letters with International Committee of the Red Cross/Red Crescent Societies defines modalities of cooperation. • Operational collaboration with more than 1,000 NGOs.
	• Support for the UN Department of Humanitarian Affairs (DHA).	• Secondment of experienced WFP staff to DHA in Geneva and New York, and staff members as DHA coordinators.
	• Support for Resident Coordinator System.	• Directive to all country offices underlining importance of supporting the RC system. • WFP, on the basis of a survey of country offices, put forward to the Administrator UNDP proposals for further strengthening of the Resident Coordinator system. • Designation of senior WFP staff member in country as WFP Representative. Arrangement approved by WFP Governing Body (awaiting consideration by ECOSOC and FAO Council and by the UN General Assembly and the FAO Conference). • Three WFP staff members assigned to Resident Coordinator posts.
	• Support for major UN initiatives, including: – UN Conference on Environment and Development – The International Conference on Nutrition	• Policy Statements and Plans of Action incorporating appropriate references to hunger and malnutrition. • Set of specific policy and operational commitments made at the Fourth World Conference on Women. • Programme-wide task force set up to ensure implementation of commitments on women.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Co-ordination (continued)	– International Conference on Population and Development – World Summit for Social Development – Fourth World Conference on Women – Conference on Hunger and Poverty – World Food Summit	• Paper contributed to preparations for the World Food Summit.

Executive Board
Annual Session

Rome, 27 - 30 May 1996

REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL (ECOSOC)

Agenda item 7

PART I

Follow-up to the implementation of General Assembly resolutions 44/211, 47/199 and 50/120

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Follow-up to the implementation of General Assembly resolutions 44/211, 47/199 and 50/120

INTRODUCTION

1. This report has been prepared in response to the General Assembly's request to the executive heads of the Funds and Programmes to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of resolution 50/120 and its predecessor resolutions 44/211 and 47/199. In compliance with the Economic and Social Council resolutions 1994/33, 1995/50, 1995/51 and 1995/56, the report is submitted in the common reporting format agreed upon by the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and the World Food Programme (WFP).

COORDINATION

Resident Coordinator System

2. In follow-up to discussions at the JCGP High-level meeting in March 1995, the Executive Director wrote to all WFP Country Directors to underline the importance of support for the United Nations Resident Coordinator system. She noted that "the success of the Resident Coordinator system depends as much on the commitment of WFP country offices, and those of our sister agencies, as it does on the Resident Coordinators themselves. We must re-commit ourselves to strengthen the system, and I want you to make it a top priority to support the Resident Coordinator."

3. At the same time, in response to an indication from the Administrator of the UNDP welcoming concrete suggestions for strengthening the Resident Coordinator system, the Executive Director sought the views of WFP Country Directors as to how the Resident Coordinator system was functioning in their country of assignment. Responses from 41 country offices, representing about 50 percent of the countries where WFP operates, were analyzed; the conclusions were shared with the UNDP Administrator.

4. Without exception, the responses reflected a full awareness of the importance of coordination among United Nations agencies. Though effectiveness of the Resident Coordinator system is uneven, many country offices reported that they were part of a well functioning process of coordination at the country level. Under the leadership of the Resident Coordinator, information is shared extensively, and agencies increasingly

coordinate their programmes. Under the overall guidance of the Resident Coordinator, issue-oriented sub-groups are often led by the United Nations agency with the most relevant technical expertise, a process that contributes to their "ownership" of both the process and the outcome. The Country Strategy Notes and follow-up to the International Conferences were identified as important focal points for coordination. The positive contribution of relevant training offered at the International Labour Organization (ILO) Turin Centre was frequently noted, as was the crucial importance of the interpersonal skills and leadership capacity of the Resident Coordinator.

5. Suggestions for improvement included: a) freeing the Resident Coordinator from his/her operational role as much as possible so that he/she may devote more time to coordination responsibilities; b) ensuring that Resident Coordinators receive training to prepare themselves for all aspects of their role, including those relating to consensus-building and team work; c) expanding the practice of appointing as Resident Coordinators suitably qualified individuals from all United Nations agencies; d) extending the practice of joint training of staff from various United Nations agencies; and e) simplifying programming procedures, not only to facilitate development of shared strategies for United Nations agencies but also to reduce the burden on governments.

6. WFP will continue to contribute to the effectiveness of the Resident Coordinator system by nominating qualified and experienced staff members for Resident Coordinator posts. Three of the current Resident Coordinators have worked within WFP.

Follow-up to Major International Conferences

7. During 1995, WFP participated actively in the World Summit for Social Development and the Fourth World Conference for Women. WFP is an active participant in the JCGP sub-group on gender, which is undertaking a review of the policy implications of the Beijing Platform for Action as they relate to the policies of member agencies. WFP also contributed to the development of a System-wide Medium-term Action Plan by the ACC Ad Hoc Interagency Group on Women.

8. For WFP, the Fourth World Conference on Women was a turning point. The gender assessments of emergency operations carried out during the preparatory process were successfully used to help analyse strengths and weaknesses, and focus WFP's organizational priorities to address and advocate the gender dimension in the food aid it gives to 35 million hungry women. These preparations for Beijing yielded new WFP Commitments to Women for 1996 - 2001, which were launched by the Executive Director at the Conference itself.

9. WFP committed the use of its resources to interventions that seek to reduce gender inequalities. In this capacity, WFP aims at:

- reducing gender gaps in the access to resources, employment, education and skills development through the special earmarking of resources;

- ensuring that a household's senior female has direct control over relief food and giving due consideration to women's specific nutritional needs when designing food aid interventions;

- generating and disseminating gender-disaggregated data on recipients of food aid and resulting benefits and information for planning and evaluation;

- working with NGOs under contractual arrangements that specify conditions to fulfil gender-specific planning, targeting and distribution of food aid, and monitoring of the performance of these conditions; and

- assessing management performance on contributions made to the WFP commitments to women.

10. A Task Force of WFP senior managers is now guiding the development of a WFP Action Plan based on the work plans of individual country offices and headquarters divisions to meet the above commitments. The Action Plan includes reviews of institutional procedures, contractual arrangements with counterpart organizations on working with women in food aid planning, management and distribution, and gender benefits analysis to increasingly target resource allocations to disadvantaged women.

11. Follow-up to the World Summit on Social Development is being carried out in the context of the Inter-Agency Task Forces (IATFs) established by ACC to address the major themes of United Nations global conferences. WFP is a core member of the ACC IATF on "Employment and Sustainable Livelihoods for All", where it focuses on the need to address hunger and food security concerns when designing strategies for employment and sustainable livelihoods. WFP also participates in the ACC IATF on "Basic Services for All", where it focuses on the role of food as a complementary resource for the provision of basic services.

Coordination at Regional and Sub-regional Levels

12. WFP activities are country-specific in approach, since they are approved in response to national needs, priorities and strategies. Nevertheless, WFP holds regional or sub-regional seminars to better integrate its activities and create synergies between programmes.

13. In emergency operations, WFP has been at the forefront of regional and sub-regional food aid coordination, not only for its own country offices but also with United Nations and non-United Nations organizations. In former Yugoslavia, WFP coordinated multilateral and bilateral food aid deliveries to the former republics with UNHCR, UNICEF and NGOs. The international community was briefed every other week on the status of needs and deliveries. In the Rwanda region, WFP has a flexible logistic approach for the movement of food commodities from Tanzania to Zaire and from Kenya to Burundi to allow for better coordination and response to the needs of the suffering. In West Africa, the WFP Country Director in Abidjan is also the WFP Regional Emergency Coordinator for the four countries affected by the Liberia/Sierra Leone crisis. To ensure optimum sub-regional coordination in the United Nations' response to the complex problems affecting that region, he has also been named by DHA as its regional focal point for coordination.

14. In the field of food aid information, WFP is cooperating with the OECD/Club du Sahel to increase and improve the regional coordination for food aid and food security through reinforced cooperation with the regional body (CILSS) and its specialized activities "Aghrymet" and "Diaper" (early warning systems). The information available to WFP is shared with the regional body, which in turn passes it to governments. To avoid duplication, the regional institutions, which are closer to the authorities and the reality of the region, will be responsible for processing and disseminating information to the international community.

PROGRAMMING MATTERS

Country Strategy Note

15. The World Food Programme fully supports the process of elaboration of the Country Strategy Note (CSN). As of early February 1996, CSNs were at various stages of development in 86 countries. WFP participates actively in the preparation of the CSNs in countries where it operates. Discussions have been held on how the WFP Country Strategy Outline (CSO) can be linked to the CSN when the government has decided to proceed with the preparation of the latter. Among the challenges faced by WFP in linking the CSO exercise to CSNs are: the inclusion of emergency activities, except in the context of disaster preparedness, prevention and mitigation, as these are not foreseen in the CSN process; and the allocation of WFP resources on a project-by-project basis rather than on the basis of longer-term commitments. The latter challenge will be met once the Country Programme Approach, already approved by the Governing Body, becomes fully operational. New guidelines have been issued for the preparation of the CSOs. WFP has embarked on the preparation of a new generation of CSOs. In countries where WFP has a significant development input, the WFP CSO, where it exists, would serve as a major source of reference for the section in the CSN on food-assisted development activities.

Harmonization

16. The executive heads of the JCGP organizations have issued instructions to their country offices to harmonize their programme cycles. WFP was legislatively enabled to adopt the Country Programme Approach, effective 1 January 1996. WFP will harmonize its programme cycle with those of national governments and of the JCGP partners.

17. As WFP embarks on the Country Programme Approach, special arrangements are being made to harmonize the programming cycle with those of the governments and JCGP partners. For example, the first WFP Country Programme to be presented at the Executive Board in May 1996 (Pakistan) will run until 1998, in order to be already synchronized with the government's and the United Nations' programming cycles. All of WFP's Country Programmes will thus be harmonized with the planning cycle of the governments and their JCGP partners.

18. WFP has participated in the JCGP sub-group set up to prepare a common JCGP manual on the harmonization of the programming procedures as set out in General Assembly resolution 47/199. The sub-group has made progress in specific areas such as common guidelines on monitoring and evaluation and a methodology for common country assessments and a common database for programming. In December 1995 the executive heads of the JCGP organizations, in a common letter to field representatives, noted the need to sustain efforts at furthering collaboration at the programming level and called for the development of a common country assessment. WFP recognizes the difficulty of streamlining the various rules and procedures since the different Funds and Programmes often provide various forms of assistance in necessarily different ways. The building-block approach adopted by the sub-group is expected to result in common guidelines in areas where they are feasible.

Programme Approach

19. WFP is fully committed to the Country Programme Approach as promoted by General Assembly resolutions 44/211 and 47/199. At its Thirty-ninth Session in May 1995 the Governing Body (CFA) approved a general policy framework. At its Fortieth Session in November 1995, it adopted the format for WFP's new Country Programme Approach as well as a "Country programming tool".

20. In some 15 countries, this new programming tool is being used, the first step of which is the preparation of a WFP specific Country Strategy Outline paper, in dialogue with the government and, if possible, in tandem with the Country Strategy Note. The second step is the preparation of a Country Programme; WFP's first Country Programme - for Pakistan - will be submitted to the Executive Board meeting in May 1996. The process will gain momentum over time. It is projected that by the end of 1999, 30 Country Programmes will have been presented for approval by the Board.

21. The country programme process is expected to increase collaboration with donors and therefore to increase the effectiveness and efficiency of WFP resources. However, a number of aspects need to be borne in mind.

22. The Programme Approach for WFP will necessarily concentrate on that part of WFP's assistance which is predictable (less than half of WFP's overall resources). This will include food aid for development and, to a lesser extent, protracted refugee operations but will exclude large-scale emergencies, in particular complex, man-made emergencies.

23. While one of the important principles behind the Programme Approach is increased delegation to the field, the mechanics of this, in particular with respect to the necessary checks and balances, still have to be refined. The meeting of the Executive Board in May 1996, where WFP's first Country Programme will be discussed, is expected to provide further guidance on practicalities.

Common Guidelines at the Field Level for Recruitment, Training and Remuneration of National Project Personnel

24. WFP food assistance is channelled in support of the activities sponsored and executed by the governments. At present, no project Professional or General Service support staff are recruited by WFP to provide additional support to the host governments. Technical support in the form of expertise required to execute the projects is either provided by the governments from their own resources or sought from other United Nations Programmes and Funds and bilateral donors. Should WFP provide professional and general service support staff in the future, the common guidelines developed by UNDP, UNFPA and UNICEF for recruitment, training and remuneration of national project personnel will be followed.

National Execution and National Capacity-building

25. All WFP projects are nationally executed, and WFP remains committed to using and strengthening government and non-government national execution capacity for the activities in which it provides food aid. In order to strengthen the government capacity to formulate, execute, monitor and supervise WFP-assisted project activities, the Programme finances training courses for national project staff. In 1995, over 5,200 counterpart staff were trained in various aspects of WFP activities at a total cost of 460,000 dollars. In this respect, WFP is a big contributor to national capacity-building. WFP intends to continue this policy.

Agreed Division of Labour

26. In December 1994, the Governing Body (CFA) approved a WFP Mission Statement (see Annex). This Mission Statement was developed through the wide participation of United Nations organizations, NGOs and members of the Governing Body.

27. Once approved, the WFP Mission Statement was shared with recipient and donor governments, other United Nations agencies, NGOs and other operating partners. General Assembly resolution 50/120 took note of the Mission Statement and of the decision of the executive boards of UNDP, UNFPA and UNICEF to establish mission statements for their organizations.

MANAGEMENT, PERSONNEL AND FINANCE MATTERS

Management Audit Systems and Aid Accountability

28. Issues on harmonization of management audit systems and aid accountability have been generally addressed by WFP through the JCGP working group of internal audit services and through exchange in the annual meetings of the representatives of the internal audit services of the United Nations organizations. The JCGP internal audit services continue to coordinate closely and conduct more frequent consultations, adopt

common audit approaches, undertake joint training and audits, and share common audit databases.

29. The internal audit services of the United Nations organizations have adopted the General and Specific Standards for the Professional Practice of Internal Auditing in the United Nations Organizations. The internal audit units of the Rome-based United Nations agencies (IFAD, FAO and WFP) hosted two seminars conducted by the Institute of Internal Auditors, enabling more audit staff in Rome to attend with much less cost. WFP has agreed to work jointly with other United Nations organizations in aspects of close linkage such as UNHCR for humanitarian assistance, UNDP for IOV systems and local procurement and FAO for services relating to WFP.

30. In addition to strengthening its own internal audit capacity through the hiring of additional audit staff members, WFP has introduced in its 1996-97 budget the outsourcing of audit services, with some modification to the arrangements that UNDP has started.

Training

31. In support of General Assembly resolutions 44/211, 47/199 and 50/120, WFP has implemented a Management and Appraisal of Performance (MAP) system for all International Professional, and Rome-based Professional and General Service staff members. The system is supported through a series of management training courses that reinforce leadership, performance planning, team building and interpersonal communication skills.

32. WFP chairs the JCGP Subcommittee on personnel and training and has coordinated the following inter-agency activities: staff exchanges; employment of spouses; stress counselling; emergency training; and the integration of population activity concerns into JCGP training policy.

33. In the area of coordination and collaboration with its United Nations partners, WFP actively supports the ILO Senior Field Coordination Workshops, as evidenced by the participation of 55 staff members over the past five years at a cost of 325,674 dollars. WFP is also actively involved in the development of modules for the DHA Complex Emergency Training Initiative (CETI), and WFP staff members routinely participate in the UNDP Disaster Management Training Programme (DMTP), the UNHCR Emergency Management Training Programme (EMTP) and the WFP/UNHCR Joint Training courses.

Gender Balance in Appointments

34. At the end of 1991, 17 percent of WFP's international professional staff were women. Four years later, i.e., at the end of 1995, their percentage had increased to 24. Women represented 22 percent of staff in the Higher Categories (D-2 and above); 26 in International Professional staff (P-1 to D-1) in the career streams (Specialized (36) Unified Service (24)); and 22 in the Project Category; i.e. contract holders for one year (extendable), not to exceed four years and limited to specific assignments

only. JPOs are excluded from these statistics. Project staff comprise non-core, career contract holders who are predominantly emergency/logistics-related.

35. WFP is committed to the United Nations target for gender parity by the year 2000. Over the last four years, the average growth in female professional staff has been two percent a year. Female staff **alone** increased 2.3 times more than total staff growth, and the percentage of women recruited in 1995 was 33 percent in the traditionally male-dominated fields of emergencies/transport in country offices.

36. Operational managers at the headquarters and country levels have been given the delegated authority to select professional staff in the Project Category and are held accountable for diversification in terms of gender and nationality in their respective MAP reports. On the other hand, the selection of career staff is screened by an Appointment and Promotion Committee, for approval by the Executive Director of the Programme.

37. The Programme has also decided to engage, during 1996, the services of specialists in identifying/selecting qualified professional candidates from under-represented groups in terms of gender and nationality/region.

Decentralization

38. WFP is a country-based Operational Programme. Accordingly, some 80 percent of its staff are located in country offices.

39. To be cost-effective and responsive, WFP staff need the management tools to run efficient operations. In the last two years, the Executive Director has approved the delegation of authority of critical financial, personnel, and resource-related matters to Country Directors to ensure that WFP works more efficiently with its counterparts. In addition, country offices are already the focal point for the development of projects, Country Programmes and Country Strategy Outlines.

40. In the next few years, it is expected that the shared database, which will link all country offices with each other and headquarters, will further the trend of decentralization.

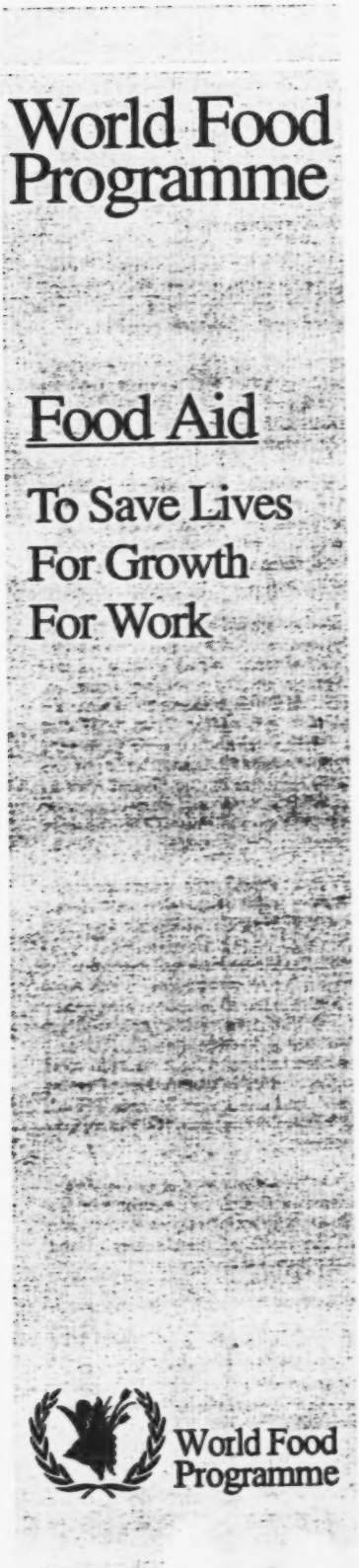
Common Premises and Administrative Services

41. WFP is located in 67 common premises (representing 75 percent of WFP offices) with other United Nations organizations. Of those, WFP shares common premises in 50 countries with its JCGP partners. WFP remains committed to increasing its participation in common premises ventures within an overall process that is cost-effective, allows equitable space allocation and permits the Programme to respond to its exigencies related to country office activities, including their involvement in sudden, complex and prolonged emergencies.

42. WFP, along with its JCGP partners, has now agreed to the creation of the Unit called "United Nations System for Common Premises (UNSCP)" on a cost-sharing basis. This Unit will endeavour to streamline and ensure proper management for the

development and construction of common premises ventures. It will also be instrumental in allowing for a more rigorous analysis of the cost-effectiveness of individual common premises projects. In accordance with the agreement reached at the JCGP High-level Meeting in Dhaka, the Unit will actively oversee the progress of exploring and implementing the lease/purchase modality during the development process of the common premises projects.

Annex



WFP Mission Statement

WFP is the food aid arm of the United Nations system. Food aid is one of the many instruments that can help to promote food security, which is defined as access of all people at all times to the food needed for an active and healthy life.[1] The policies governing the use of World Food Programme food aid must be oriented towards the objective of eradicating hunger and poverty. The ultimate objective of food aid should be the elimination of the need for food aid.

Targeted interventions are needed to help to improve the lives of the poorest people - people who, either permanently or during crisis periods, are unable to produce enough food or do not have the resources to otherwise obtain the food that they and their households require for active and healthy lives.

Consistent with its mandate, which also reflects the principle of universality, WFP will continue to:

- use food aid to support economic and social development;
- meet refugee and other emergency food needs, and the associated logistics support; and
- promote world food security in accordance with the recommendations of the United Nations and FAO.

The core policies and strategies that govern WFP activities are to provide food aid:

a) to save lives in refugee and other emergency situations;
b) to improve the nutrition and quality of life of the most vulnerable people at critical times in their lives; and
c) to help build assets and promote the self-reliance of poor people and communities, particularly through labour-intensive works programmes.

In the first case, food aid is essential for social and humanitarian protection. It will be used in a way that is as developmental as possible, consistent with saving lives. To the extent possible, the provision of relief food aid will be coordinated with the relief assistance provided by other humanitarian organizations. In the second case, food aid is a pre-investment in human resources. In the third, it uses poor people's most abundant resource, their own labour, to create employment and income and to build the infrastructure necessary for sustained development.

WFP is well placed to play a major role in the continuum from emergency relief to development. WFP will give priority to supporting disaster prevention, preparedness and mitigation and post-disaster rehabilitation activities as part of development programmes. Conversely, emergency assistance will be used to the extent possible to serve both relief and development purposes. In both cases the overall aim is to build self-reliance.

In carrying out its mandate, WFP will concentrate on what it is best suited to do with the resources available as cost-effectively as possible. WFP will focus on those aspects of development where food-based interventions are most useful. It will make all necessary efforts to avoid negative effects on local food production, consumption patterns and dependency on food aid. WFP will continue to play a major and significant role in providing transport and logistics expertise and assistance to ensure rapid and efficient delivery of humanitarian aid.

World Food Programme

WFP's multilateral character is one of its greatest strengths. WFP will exploit its capability to operate virtually everywhere in the developing world, without regard to the political orientations of governments, and to provide a neutral conduit for assistance in situations where many donor countries could not directly provide assistance. WFP will provide services: advice, good offices, logistic support and information; and support to countries in establishing and managing their own food assistance programmes.

WFP, on request, will provide bilateral services to donors, UN agencies and NGOs on the basis of full cost recovery. These will be administered and accounted for separately. Such services will complement WFP's regular operations to the extent possible.

WFP will concentrate its efforts and resources on the neediest people[2] and countries in accordance with the CFA's decision to provide at least 90 percent of WFP's development assistance to low-income, food-deficit countries and at least 50 percent of its development assistance to the least developed countries by 1997.

WFP will ensure that its assistance programmes are designed and implemented on the basis of broad-based participation. Women in particular are key to change; providing food to women puts it in the hands of those who use it for the benefit of the entire household, especially the children. WFP assistance will aim to strengthen their coping ability and resilience.

To be truly effective, food aid should be fully integrated into the development plans and priorities of recipient countries and coordinated with other forms of assistance. WFP's starting point is the national policies, plans and programmes of developing countries, including their food security plans. WFP will pull together its activities in an integrated way at the country level so that it can respond to urgent needs as they occur while retaining core development objectives. The country strategy note, where this exists, should provide the framework for an integrated response by the United Nations system. In some special cases WFP will adopt a multi-country or regional approach, particularly for the provision of humanitarian assistance.

No single agency has either the resources or the capacity to deal with all the problems of hunger and underdevelopment. Hence the importance WFP attaches to collaboration with other agencies, particularly with its parent bodies, the United Nations and FAO. WFP will continue to work closely with the United Nations Department of Humanitarian Affairs, UNHCR, other relevant agencies and non-governmental organizations (NGOs) in the response to emergencies and humanitarian crises. WFP will also collaborate closely with the Rome-based United Nations food and agriculture agencies, FAO and IFAD, especially in using food aid for achieving household food security. WFP will continue to forge effective partnerships of action with UNDP, the World Bank and the International Monetary Fund, regional bodies and institutions, bilateral donors and NGOs in support of economic and social development.

WFP will play its part as an active member of the United Nations system to bring the issue of hunger to the centre of the international agenda. In its dialogue with recipient governments and the aid community, WFP will advocate policies, strategies and operations that directly benefit the poor and hungry.

[1] FAO/WHO (1992) International Conference on Nutrition.

[2] Normally, poor and hungry people are those who earn less than the equivalent of one dollar a day, or who allocate the majority of their household budget to food.

برنامج الأغذية العالمي
Programme Alimentaire Mondial
World Food Programme
Programa Mundial de Alimentos

Executive Board
Annual Session

Rome, 27 - 30 May 1996

REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL (ECOSOC)

Agenda item 7

PART II

Follow-up to Economic and Social Council resolution 1995/50: Collaboration with the Bretton Woods institutions

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Follow-up to Economic and Social Council resolution 1995/50: Collaboration with the Bretton Woods institutions

INTRODUCTION

1. For a number of years, the World Food Programme (WFP) has been working to build closer relations with the Bretton Woods Institutions. Food insecurity is viewed as a serious development problem by both the World Bank and WFP and collaboration between the two aims at strengthening interventions which address the problem of hunger and malnutrition in poor households. At the policy level, there have been efforts to improve the mutual understanding of food security problems and their solutions. At the field level, collaboration has resulted in shared financing of projects whose purpose is to improve the food security of poor households.

COLLABORATION IN POLICY MATTERS

2. A process of informal inter-agency consultations between IMF, the World Bank, FAO and WFP began in 1995 against a background of deterioration in the world food situation and rising food prices. These consultations have examined the roles that the institutions might play individually and jointly, should the situation worsen markedly.

3. In the context of strengthening United Nations relief and rehabilitation activities, the WFP and the United Nations High Commissioner for Refugees (UNHCR) have begun discussions with the World Bank to examine the prospects of the Bank playing a more substantive role in emergency relief operations, particularly in situations where the Bank may not be present but WFP and UNHCR are. There are several activities which may be well suited for Bank support during an emergency period, which also have the prospect of being "pre-investments" for post-emergency rehabilitation and development activities. A major area where the Bank might play a strong role during an emergency is the upgrading of transport infrastructure. As noted below, there have been some instances of Bank support in this area and a vast potential for stronger collaboration exists. For WFP and UNHCR, an improved port, railway and road transport system helps to avoid costly operations such as airlifts of food and other commodities, which otherwise become necessary to ensure timely assistance. For the Bank, subsequent development in this sector in these countries would begin with a "going concern". Environmental protection activities and provision of health and sanitation facilities are examples of other potentialities for Bank assistance during emergencies, which also have strong linkages with future development.

4. WFP and the Bank were active members of the steering committee led by the International Fund for Agricultural Development (IFAD) that prepared the European Conference on Hunger and Poverty convened in Brussels in November 1995. A draft Programme of Action is being elaborated and WFP will continue to collaborate closely with the Bank and IFAD during this process. In recent years, WFP has also increased its attendance at the Bank-sponsored Consultative Group meetings that discuss the policy framework of assistance to individual developing countries and how the international community can best provide support. Moreover, WFP participates, along with the World Bank, in a number of inter-agency fora, including the ACC Sub-Committee on Nutrition and the ACC Inter-Agency Task Force on Employment and Sustainable Livelihoods for all. WFP consults with and/or draws upon World Bank and IMF analyses and data when preparing Country Strategy Outlines (CSOs), as appropriate. CSOs provide the analytical rationale and framework for the set of food-assisted activities supported by WFP in recipient countries.

COLLABORATION IN OPERATIONAL ACTIVITIES AT THE COUNTRY LEVEL

5. The Bank collaborates in almost all of the major areas of development activity supported by WFP food aid. These include: the management of natural resources, rehabilitation and development of physical infrastructure, development of human resources and increasing employment opportunities. At present, there are 11 projects - five in Africa, three in Latin America and three in Asia - in which WFP collaborates with the Bank. In Senegal, for example, a nutrition project has benefited from extensive collaboration. The World Bank financed not only the preliminary studies and a monitoring/evaluation system, but also a number of health components in the operational phase. And in Bangladesh, for example, one component of the nation-wide food-for-work programme supports the implementation of Bank-assisted projects.

6. WFP also collaborates with the Bank in emergencies. A good example of effective WFP/Bank collaboration in this area was the 10 million dollars of Bank funding provided within the framework of the "100 Days Plan of Action" in Somalia. These funds were used mainly to improve the basic physical and institutional infrastructure needed for relief operations, with smaller amounts allocated to equipment and the airlifting of trucks.

7. Fruitful collaboration with the Bank also exists in the context of post-emergency assistance. For example, in Mozambique, a recently approved project focuses on the rehabilitation of social infrastructure where the reconstruction of health centres is being financed by both cash and food for work. In addition, the World Bank has entrusted WFP with the management of the funds in view of the Programme's extensive presence in the country. These joint activities increase the cost-effectiveness of assistance in the transition phase from emergency to development.

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PART III

Follow-up to Economic and Social Council Resolution 1995/51

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Follow-up to Economic and Social Council resolution 1995/51

INTRODUCTION

1. The effectiveness of United Nations system assistance depends crucially on efficient management mechanisms, both at the level of the United Nations agencies and among implementing agencies of recipient countries. WFP's efforts and achievements in monitoring and evaluation, national capacity-building and efficiency increases in administrative services, as they relate to Economic and Social Council resolution 1995/51, are summarized in the following sections.

MONITORING AND EVALUATION

Monitoring and evaluation as a strategic priority

2. WFP's Strategic and Financial Plan (1996-99) mandates the organization to increase the quality and quantity of information on development projects, emergency operations and protracted refugee operations. Field evaluations are seen as a vehicle to gain added insights on what works, what does not, and why, from the perspective of beneficiaries. Monitoring activities are seen as crucial management tools for both recipient countries and WFP.

3. WFP is complementing its traditional focus on accountability and physical target achievement with a stronger emphasis on effects on target groups, programme outcome and policy achievement. The objectives of evaluation are therefore to:

   a) provide lessons for future initiatives;
   b) contribute to the evolution of appropriate policies and procedures;
   c) contribute to strategic decisions.

4. Evaluation activities focus on projects and emergency operations on one hand, and on procedures and special issues on the other. Findings, conclusions and lessons learned are obtained through the "evaluation of individual projects/emergency operations", through "sectorial evaluations" (examining several projects of the same type) and through "thematic evaluations" (providing insights into a particular issue).

STRENGTHENING NATIONAL CAPACITY FOR MANAGEMENT AND COORDINATION OF INTERNATIONAL ASSISTANCE

5. In 1994, WFP's Governing Body adopted the Programme Approach for coordinating food aid with other instruments of assistance. In implementing the Programme Approach, WFP contributes to the emergence of national consultative processes that sometimes take the form of "food aid advisory committees" or similar institutions through which food aid issues can be related effectively to overall development concerns.

6. With these improved processes and structures, recipient countries are in a better position to participate in the formulation of Country Strategy Notes and Country Strategy Outlines and help steer WFP's assistance into areas where it is needed most and can achieve the most. National institutions and national staff are active and often leading participants in appraising new initiatives as well as monitoring and evaluation exercises. Furthermore, WFP training workshops and publications are important for strengthening the national coordinating capacity.

IMPROVING NATIONAL PARTICIPATION IN EVALUATION OF UNITED NATIONS OPERATIONAL ACTIVITIES

7. All WFP-supported projects are nationally executed. WFP country offices assist national institutions in this task. Project progress is monitored according to Monitoring and Evaluation (M&E) standards elaborated jointly with the executing organizations at the outset of implementation. WFP provides monitoring and evaluation advice through country office and headquarters staff. In addition, periodic training workshops are organized in which both recipient country staff and WFP project officers participate.

8. Evaluations are prepared jointly with national implementing organizations. National staff are invited to participate in all evaluation exercises in order to maximize the training impact and, consequently, strengthen national capacities.

PROMOTING GREATER COLLABORATION IN EVALUATION

9. WFP is an active member of the Inter-Agency Working Group on Evaluation (IAWG), where national capacity-building, specific evaluation issues such as gender-relevant evaluation, and appropriate evaluation methodologies are being discussed and agreed upon.

10. Of increasing importance have been the efforts to develop a common understanding on how to evaluate achievements in the context of the Programme Approach. Common assessment approaches are receiving increased attention since they establish baseline data for future evaluations. Equally important are the efforts to

establish a shared understanding of the problems and issues to be addressed in the evaluation of emergencies.

11. WFP is also in close contact with other United Nations agencies on evaluation issues addressing specific subject matters. A harmonized framework for evaluating gender issues as well as an increasing collaboration with agencies involved in relief and emergency operations are examples of these initiatives.

SCOPE FOR IMPROVING COST-EFFECTIVENESS OF ADMINISTRATIVE SERVICES

12. In addition to streamlining administrative procedures in Headquarters, WFP is closely collaborating with its United Nations system partners in the various country offices to increase the cost-effectiveness of administrative services. This drive for efficiency is significantly enhanced by delegation of authority to country offices and reliance on common premises.

13. As mentioned in document WFP/EB.A/96/7 (Part I) (paragraph 39), WFP headquarters has delegated considerable authority on financial, personnel and resource matters to country offices. This ensures that staff can work more efficiently with United Nations partners and national counterparts.

14. In the same document (paragraph 41), it was mentioned that WFP is sharing common premises with other United Nations organizations in 50 locations. This represents a significant share of all WFP country offices. WFP remains committed to common-premise ventures particularly when the cost-effectiveness of administrative services can be enhanced and cost savings realized.

FOLLOW-UP TO ECOSOC AND FAO COUNCIL RESOLUTION 1995/56: STRENGTHENING OF THE COORDINATION OF EMERGENCY HUMANITARIAN ASSISTANCE OF THE UNITED NATIONS - PROGRESS REPORT

1. The Committee on Food Aid Policies and Programmes (CFA), the predecessor governing body of WFP's Executive Board, had requested the secretariat, at its fortieth session in November 1995, to prepare a paper, for consideration by the Board at its annual session in May 1996, outlining the role and operational responsibilities of WFP in emergency humanitarian assistance. The secretariat was also expected to outline options for a possible expanded WFP role in areas such as transport and logistics, resourcing and delivery of essential non-food inputs, and identify gaps in the emergency response process. Other topics pertaining essentially to WFP's capacity to respond to emergency humanitarian assistance requirements were to be covered in a follow-up paper to be submitted to the Board at its third regular session scheduled for October 1996 for approval.

2. The Board, at its annual session, commented extensively on the secretariat's document. It requested that its observations be reflected in the follow-up paper. This report would provide further insight into the policy, operational and financial implications of the additional activities suggested in the first paper. It would allow the Board to examine in depth WFP's present operational responsibilities and its comparative advantages within the context of the United Nations system response. The report should thus make recommendations on possible expanded WFP operational responsibilities, their implications on its staff and resources, and on capacity-enhancing measures which would be required to effectively respond to such larger responsibilities.